



Dev x Design x PM: A Trio in Transition

[@morganepeng](#) • Athens • May 2026

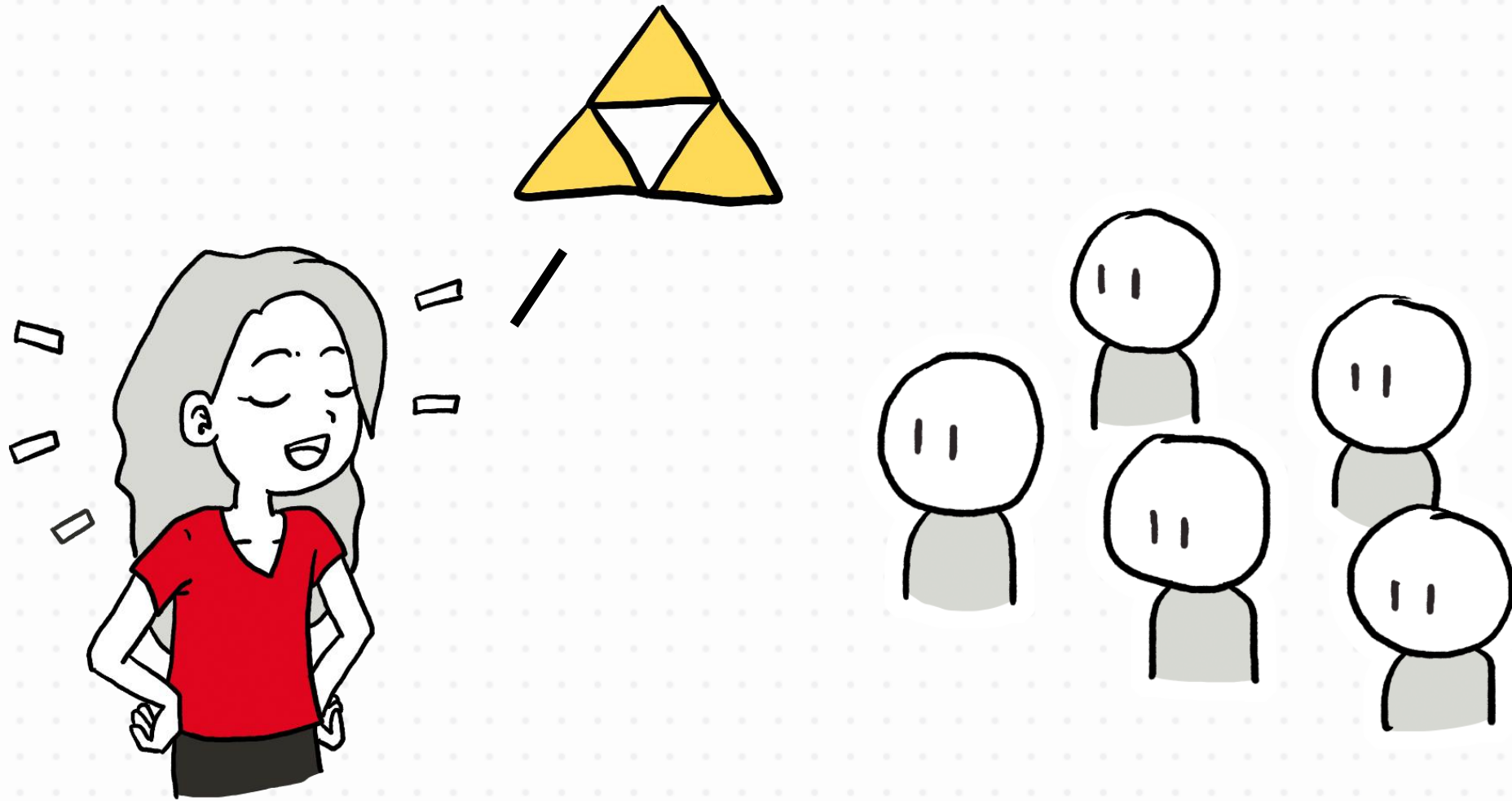


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Once upon a time...



"Hell is other people."

– Jean-Paul Sartre



DEVs

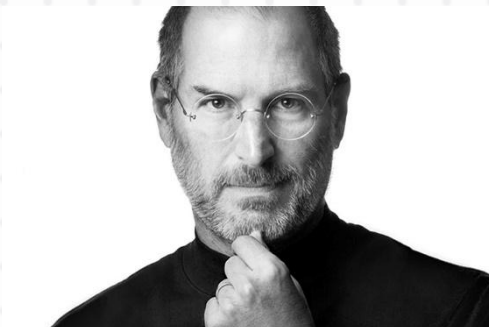
DESIGNERS

PMs

**seen
by DEVs**



**seen
by DESIGNERS**



**seen
by PMs**



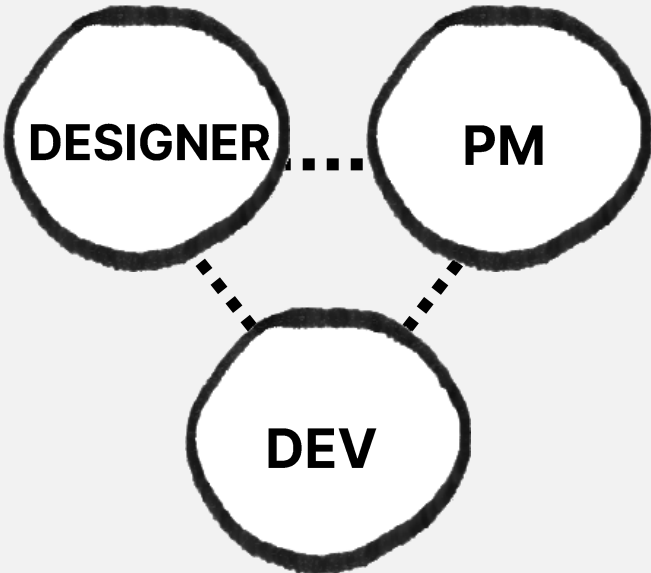
Cost cutting

Inflation

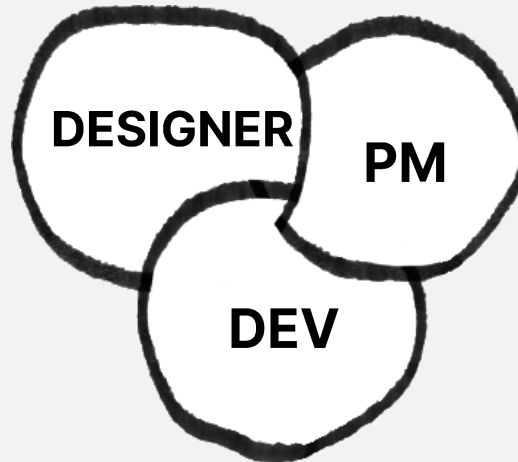
Priority changes

Reorgs

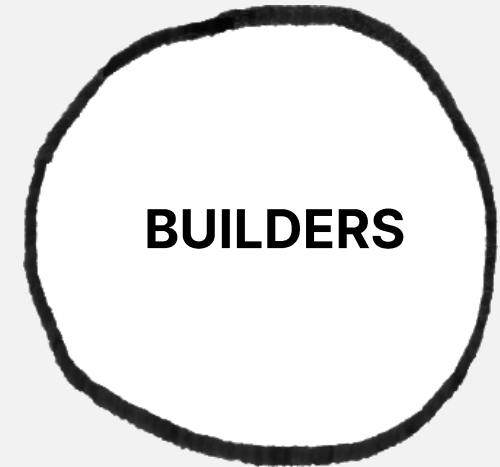
The past



The present

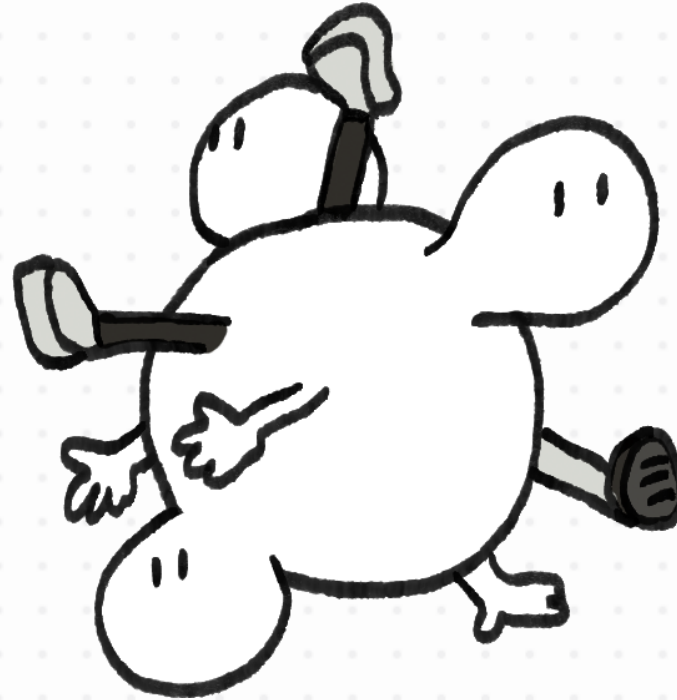


The future



an influencer

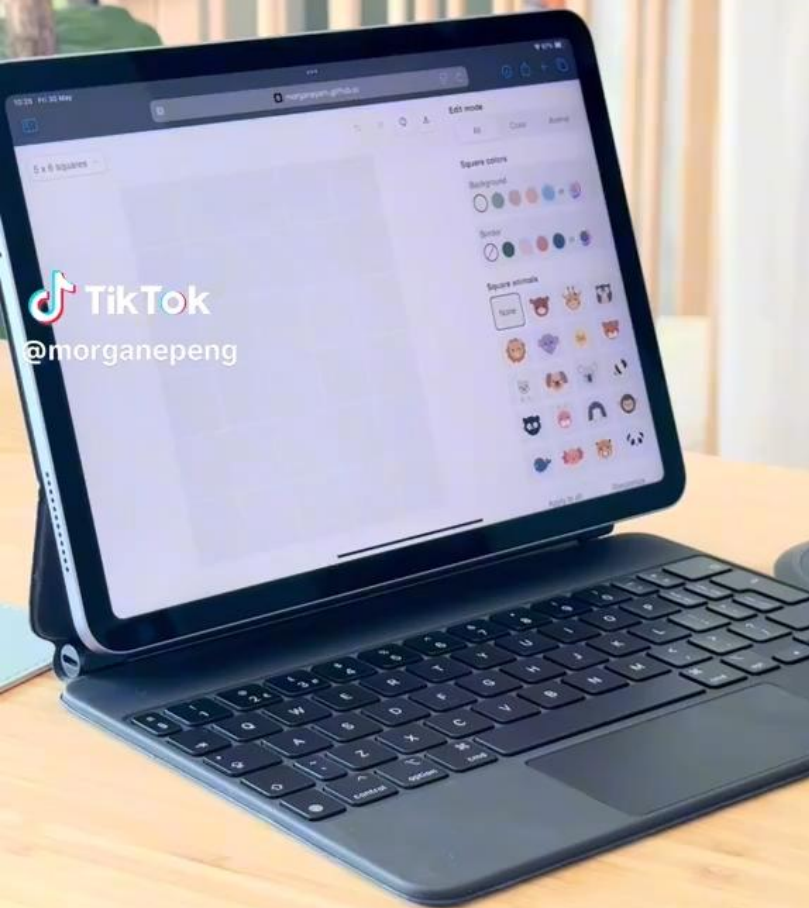
The future?



**not an AI
luddite/denier**



POV: you made a blanket planner
to help people design their own
animal crochet blanket



"I love the pattern mapper
tool. Super helpful to
build your own blanket
and customization."

Olivia



"The blanket
planner is so cute
and helpful."

Akshara



"The planner that
comes with it is
magnificent."

Annika



THEMES

Who should code?

Who should talk business?

Who should design?

THEMES

Who should code?

well, devs...

Who should talk business?

the PMs!

Who should design?

designers, no?

THEMES

➤ Who should code?

Who should talk business?

Who should design?

THEMES

*How can we work
on code, together?*

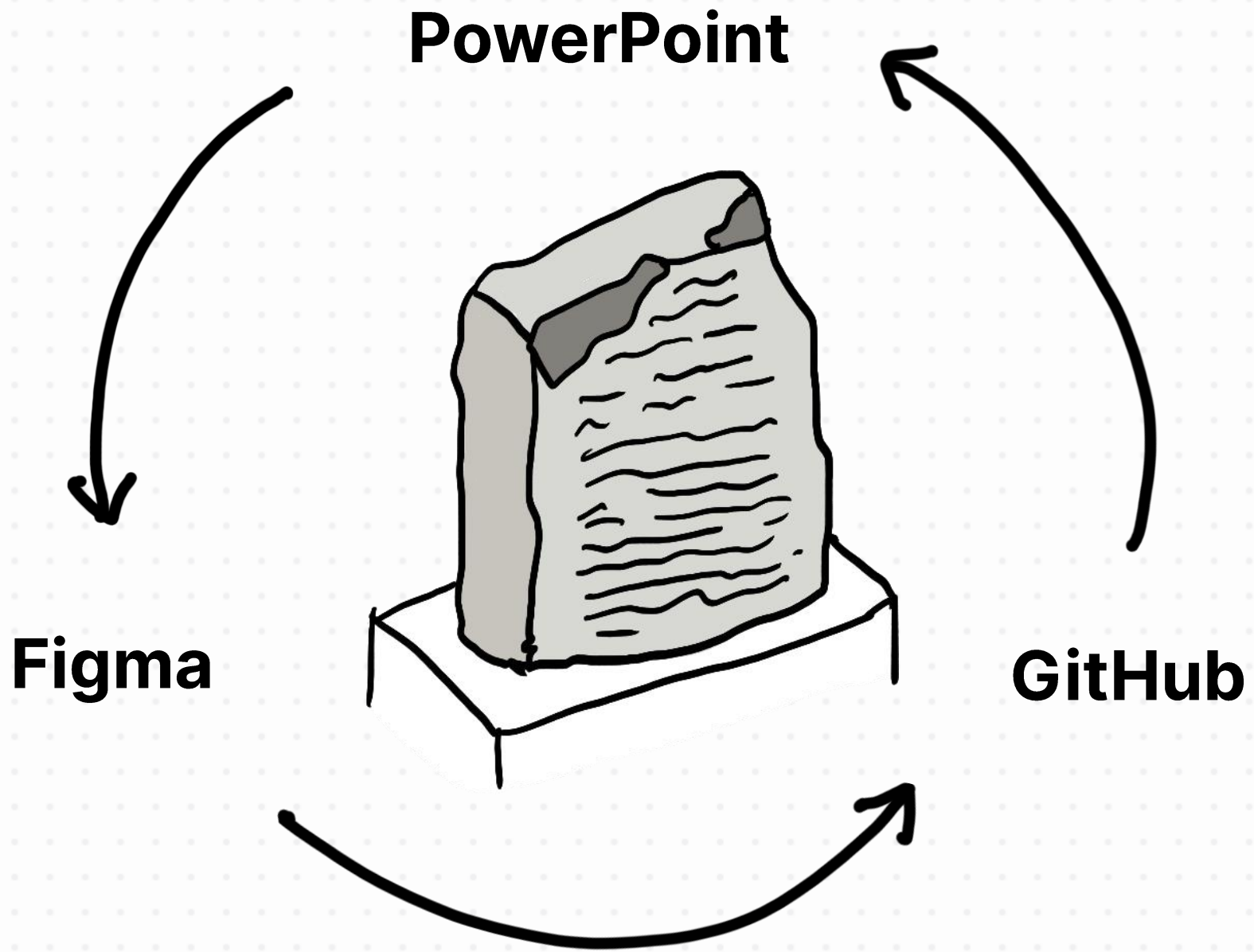
Who should talk business?

Who should design?

Ughh, have you looked at my specs?

OK but we'll prioritize these UI fixes later...

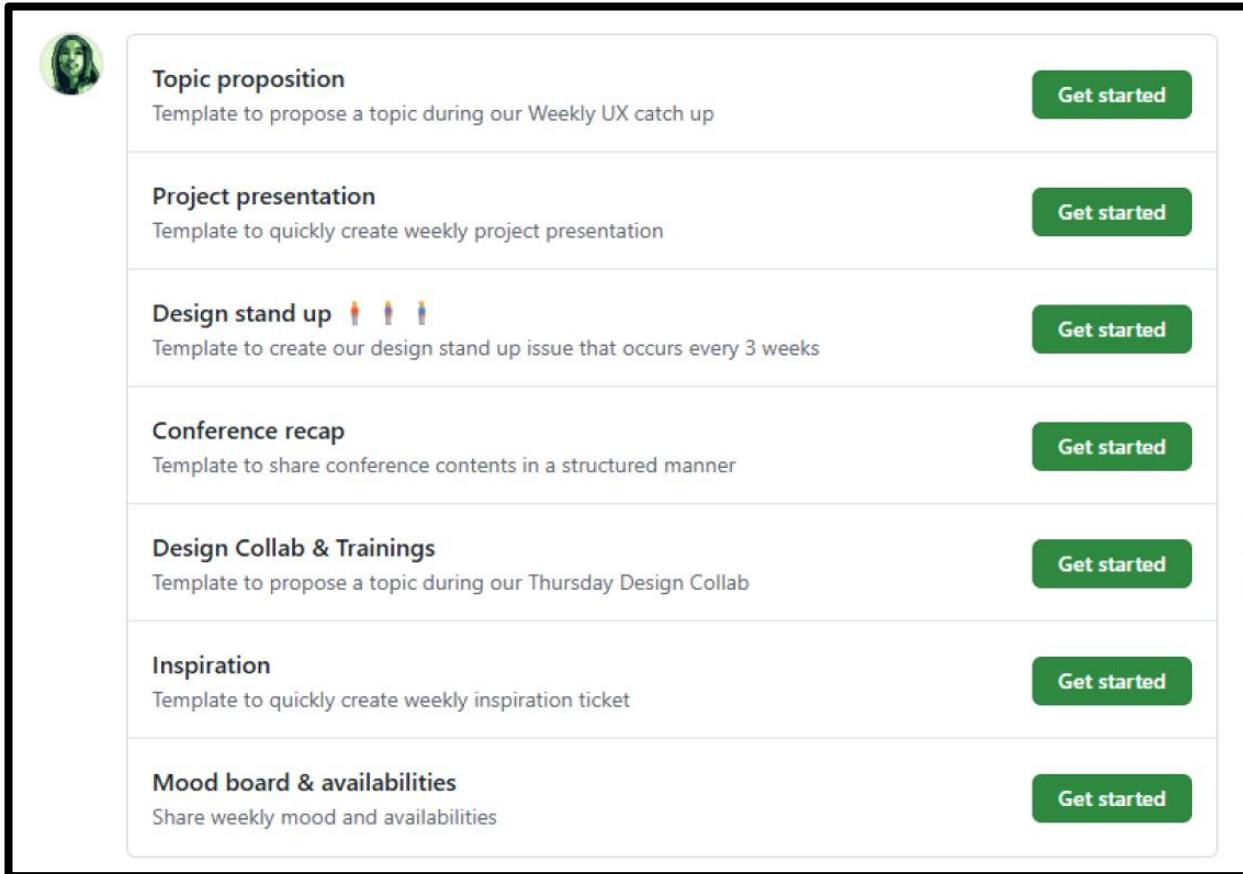
Honestly, given the quote I received for what I think is just a label change in a dropdown...



**How can we spend less
time translating artifacts?**

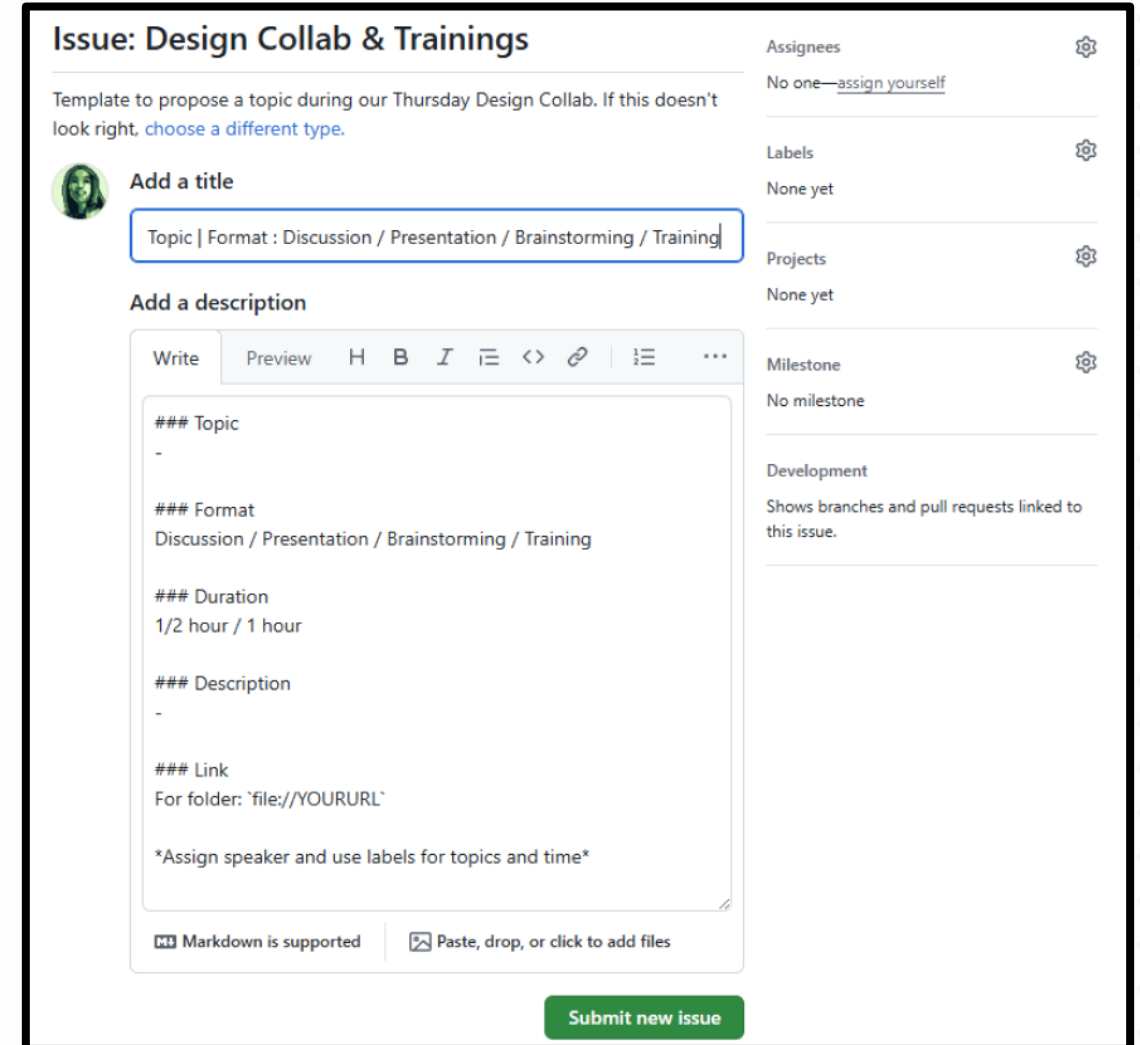
**...and work on code
together.**

1. Use the same tools



A screenshot of a Jira issue template gallery. It features a vertical list of seven templates, each with a title, a brief description, and a green 'Get started' button. The templates are: 'Topic proposition' (to propose a topic during Weekly UX catch up), 'Project presentation' (to quickly create weekly project presentation), 'Design stand up' (to create a design stand up issue that occurs every 3 weeks), 'Conference recap' (to share conference contents in a structured manner), 'Design Collab & Trainings' (to propose a topic during Thursday Design Collab), 'Inspiration' (to quickly create weekly inspiration ticket), and 'Mood board & availabilities' (to share weekly mood and availabilities).

Template Name	Description	Action
Topic proposition	Template to propose a topic during our Weekly UX catch up	Get started
Project presentation	Template to quickly create weekly project presentation	Get started
Design stand up	Template to create our design stand up issue that occurs every 3 weeks	Get started
Conference recap	Template to share conference contents in a structured manner	Get started
Design Collab & Trainings	Template to propose a topic during our Thursday Design Collab	Get started
Inspiration	Template to quickly create weekly inspiration ticket	Get started
Mood board & availabilities	Share weekly mood and availabilities	Get started



A screenshot of a Jira issue creation form for the issue 'Design Collab & Trainings'. The form includes a title field with the text 'Topic | Format : Discussion / Presentation / Brainstorming / Training', a description field with a rich text editor, and a sidebar with various issue properties. The description field contains the following text: '### Topic -', '### Format Discussion / Presentation / Brainstorming / Training', '### Duration 1/2 hour / 1 hour', '### Description -', and '### Link For folder: `file://YOURURL`'. A note at the bottom of the description field reads '*Assign speaker and use labels for topics and time*'. The sidebar on the right shows 'Assignees' (No one—assign yourself), 'Labels' (None yet), 'Projects' (None yet), 'Milestone' (No milestone), and 'Development' (Shows branches and pull requests linked to this issue). A green 'Submit new issue' button is located at the bottom right of the form.

Issue: Design Collab & Trainings

Template to propose a topic during our Thursday Design Collab. If this doesn't look right, [choose a different type](#).

Add a title

Topic | Format : Discussion / Presentation / Brainstorming / Training

Add a description

Write | Preview | H | B | I | | | | | |

Topic
-

Format
Discussion / Presentation / Brainstorming / Training

Duration
1/2 hour / 1 hour

Description
-

Link
For folder: `file://YOURURL`

Assign speaker and use labels for topics and time

Assignees: No one—assign yourself

Labels: None yet

Projects: None yet

Milestone: No milestone

Development: Shows branches and pull requests linked to this issue.

Submit new issue

1. Use the same tools

The image shows a Jira backlog with four columns: Backlog, To be done this week, Ready for dev, and Done. Each column contains task cards with titles, IDs, and assigners. A callout box in the foreground provides instructions for reporting bugs, requesting new components or patterns, and giving feedback, each with a 'Get started' button.

Backlog

- [Component] Theme switcher #143 opened by mpeng
Update FEEDBACK Low Two
- [Pattern] Filters options #145 opened by okahlaou
Update Asset Library FEEDBACK Low Two
- [Core] Design principles #150 opened by mcaron
DOC High Three
- Ag-grid - pagination #49 opened by kgiedroj
Update FEEDBACK
- [Component] Links #95 opened by hdaggett
DOC
- Core UI #13 opened by hdaggett
Something new FEEDBACK Low Three

To be done this week

- Buttons - Minimum sizes #159 opened by cganne
Dev Only BUG High One

Ready for dev

- [Component] Icons sizes #142 opened by mcaron
Update FEEDBACK High One
- File Upload - Error Status #106 opened by gyaici
Update FEEDBACK

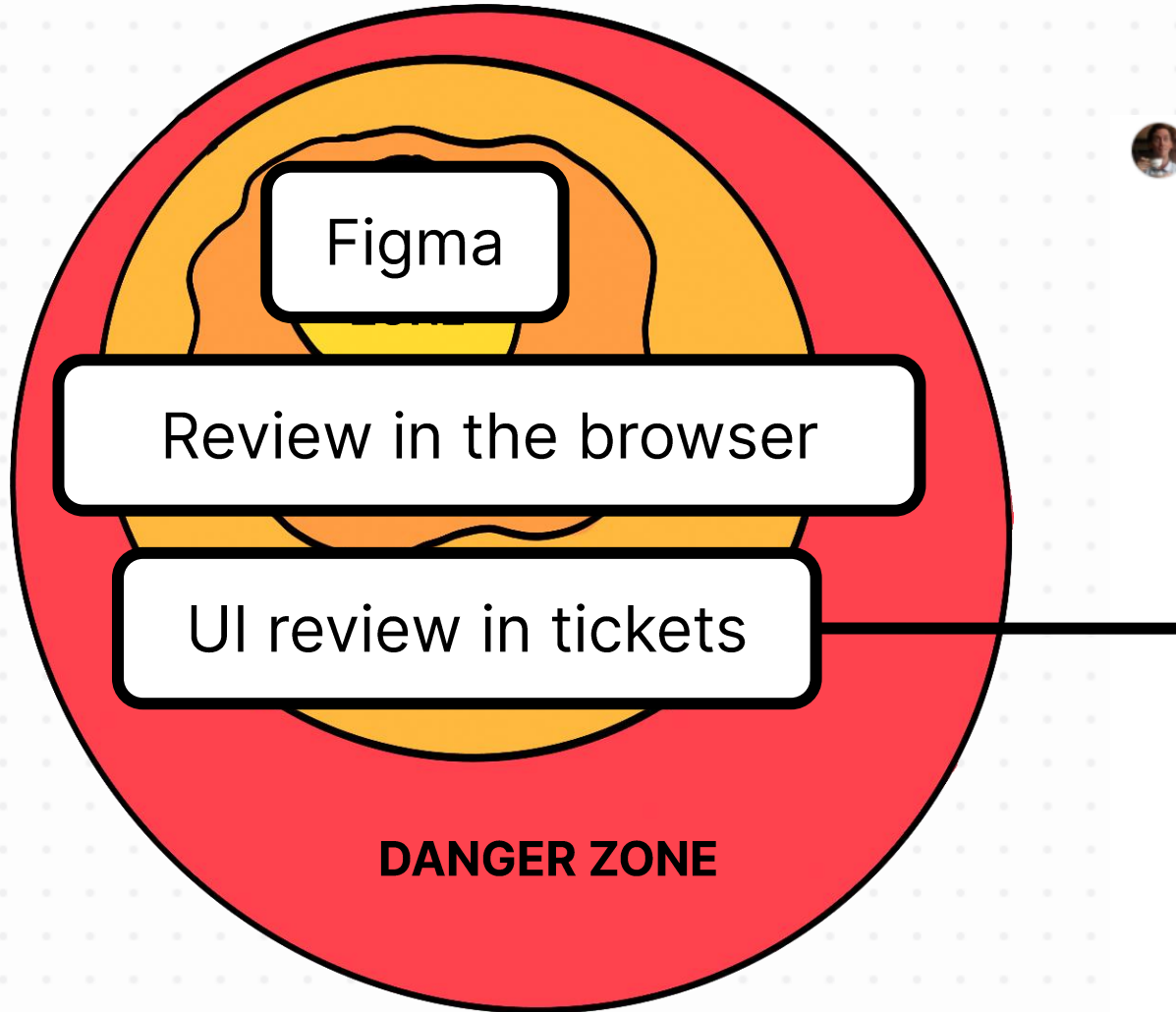
Done

- Iconography - Filled icons for action, outlined to read #3 opened by mharreau
Update FEEDBACK High One
- [GUIDELINE] Flag #136 opened by mharreau
FEEDBACK
- [Pattern] Some data can't be

Callout Box:

- Bug report**
Report any design related bugs or mistakes that you find in the system - this includes in the code, asset library and documentation. [Get started](#)
- New Component or Pattern request**
Have you been working on a new Component or Design Pattern that you think should be in the system? Tell us all about it here! [Get started](#)
- Suggestions, Improvements or Feedback**
Had an idea? Want to improve an existing component? Not sure if it's a bug or a new request? Or just want to give us some general feedback? This the one for you! [Get started](#)

2. Expand designers and PMs' comfort zones gradually



hdaggett commented 3 weeks ago • edited

Owner

Global

Use `navbar-sm`

`header.navbar` 1625 × 64

NOTE: I see that you're using a `<header>` tag just for the navbar - do you also want to put the tabs (which are in `<main>`) inside the header? That would be the correct semantics but it doesn't really matter!

Tabs

Add px-8px to the tabs

`div.nav.nav-tabs.px-8px` 1625 × 32

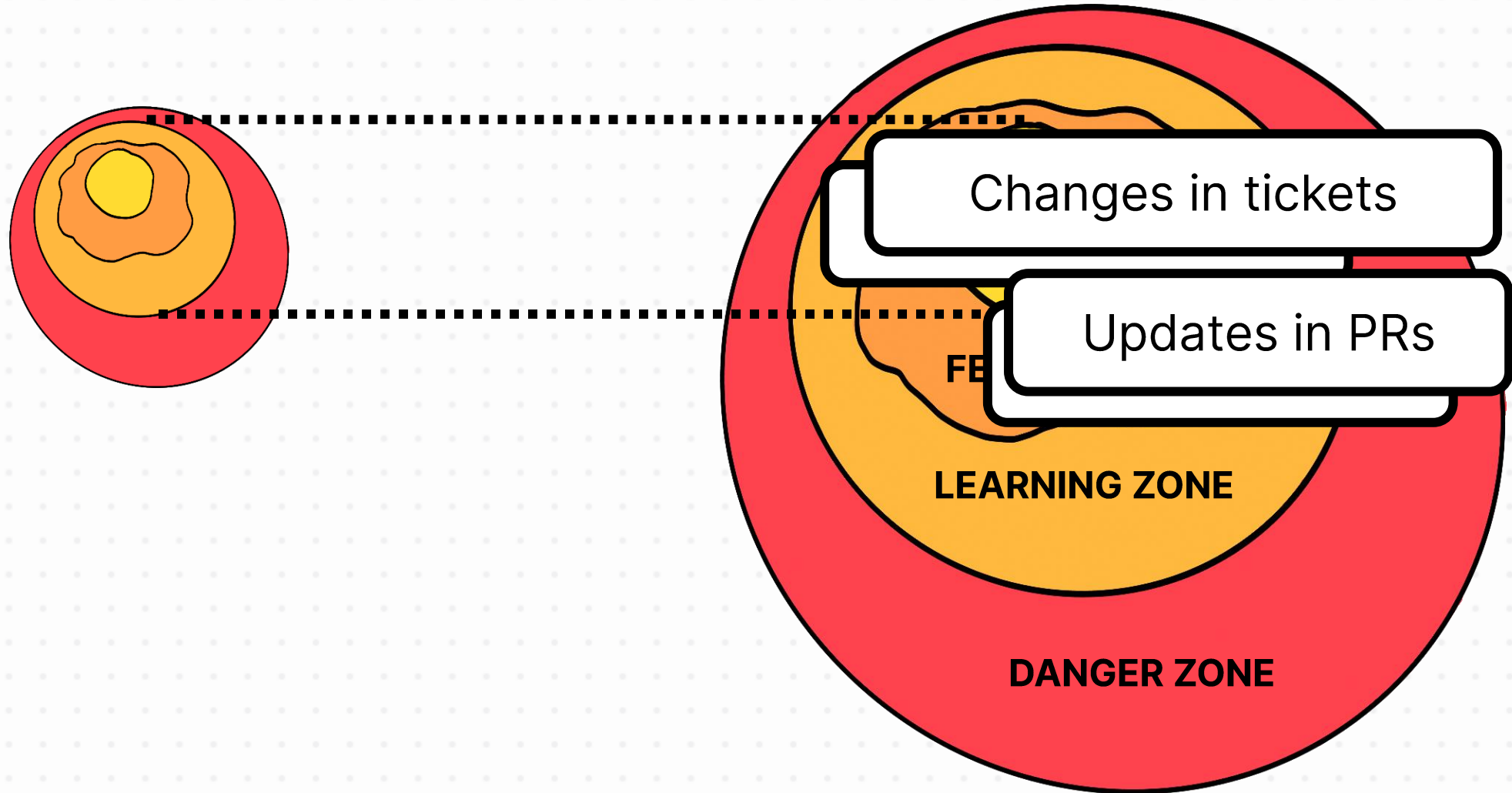
For the "+" button use an MD button and add `btn-icon`. You'll also need to add `margin-bottom: -1px` to it to avoid the layout issue. Remove `icon-md` from the icon itself

`button.btn.btn-icon.btn-link` 32 × 32

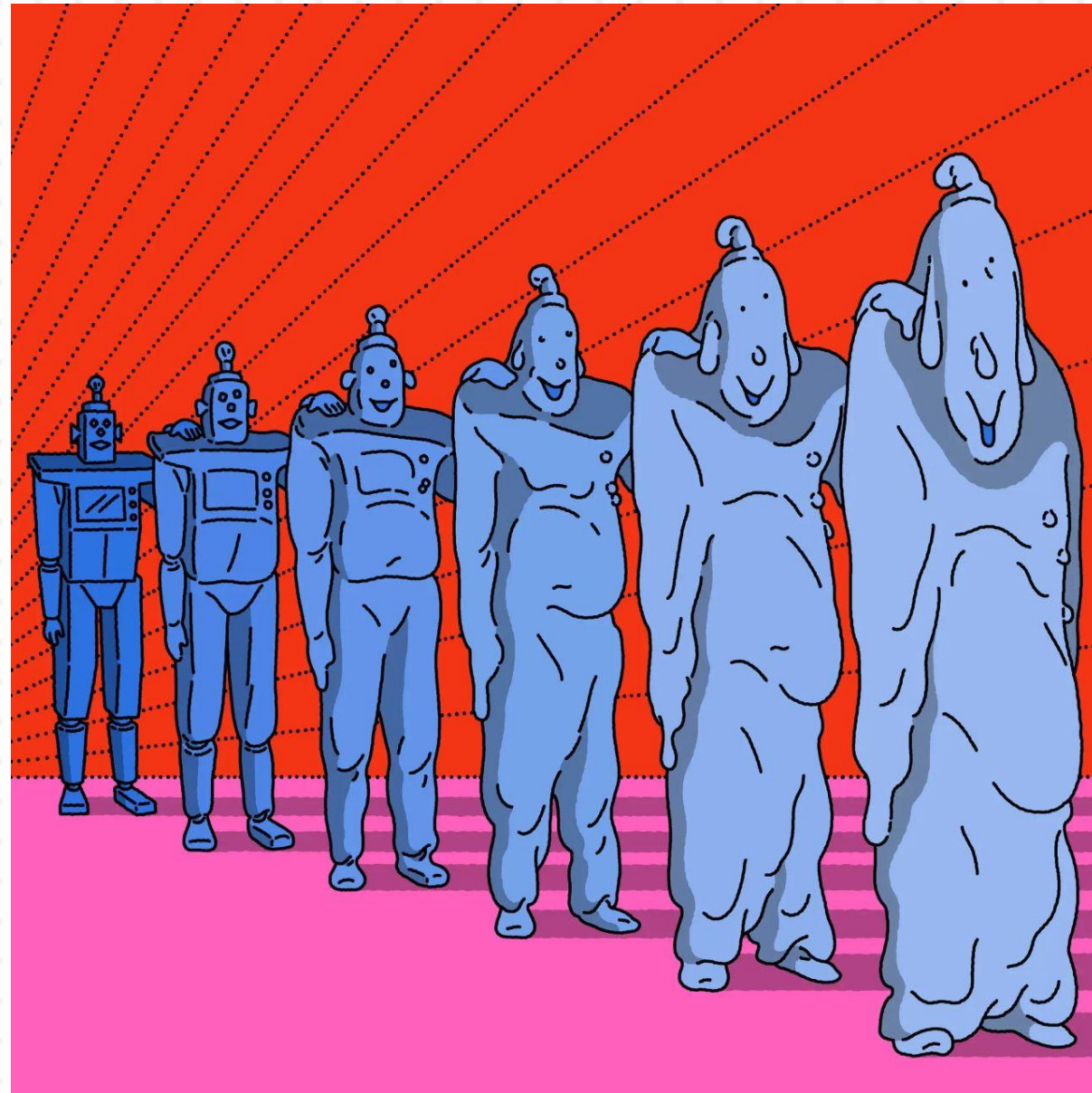
non active tabs should have a border between them, `border-end border-opacity-70` - you might need to write a script to do this dynamically and correctly to avoid double borders

New tab × New tab × New tab × +

2. Expand designers and PMs' comfort zones gradually



DANGER ZONE



@morganepeng • image credit: Jim Stoten for The New York Times

3. Use AI as technical coach

The image shows a development environment with a code editor on the left and a chat interface on the right. The code editor displays HTML code for a chat application. The chat interface shows a message input field with the placeholder text "Ask anything about documentation" and a button labeled "How may I assist you today?".

```
HTML JavaScript
70 <div class="olive olive2 bg-primary"></div>
71 <div class="olive olive3 bg-primary"></div>
72 <div class="olive olive4 bg-primary"></div>
73 <div class="olive olive5 bg-primary"></div>
74 <div class="olive olive6 bg-primary"></div>
75 </div>
76 <h4>How may I assist you today?</h4>
77 </div>
78 <div class="suggestions d-flex flex-column mt-auto gap-5">
79 <section class="chat-section">
80
81 </section>
82 </div>
83 </div>
84 <div class="offcanvas-footer" style="position: relative;">
85 <div class="footer-background bg-lv11 bg-blur-fadeout w-100 h-100"
86 style="position: absolute;"></div>
87 <div class="footer-content d-flex flex-column p-24px mx-auto"
88 style="position: relative;">
89 <div class="form-group">
90 <div class="input-control" style="position: absolute; bottom:
91 59px; right: 32px; z-index: 1;">
92 <button id="sendButton1" class="btn btn-discreet-primary btn-
93 icon disabled"><i class="icon">send</i></button>
94 </div>
95 <textarea id="chat1" oninput="toggleSendButton()" class="message-
96 input form-control form-control-xl bg-blur pe-48px" rows="1" placeholder="Ask
97 anything about documentation" style="position: relative; resize: none;">
98 </textarea>
99 </div>
100 <div class="alert text-secondary fs-12 p-0 mt-2 d-flex align-items-
101 center gap-1" role="alert">
102 <i class="icon icon-outlined fs-16 lh-1">info</i>
103 Do not use C3 and personal data in AI chat models.
104 <a href="#" class="alert-link">Learn more</a>.
105 </div>
106 </div>
107 </div>
108 </div>
109 </div>
110 </div>
```

How may I assist you today?

Ask anything about documentation

Do not use C3 and personal data in AI chat models. [Learn more](#)

“You are now a front-end development expert and you're going to help me improve this code...”

3. Use AI as technical coach

The image shows a design tool interface with an AI Copilot window overlaid. The background interface includes a 'Design Lab' header, a 'Components' sidebar with various UI elements like 'Badge', 'Amount input', 'Banner alert', 'Button', 'Card', 'Label', 'Checkbox', and 'Country picker', and a main workspace showing HTML and JavaScript code. The AI Copilot window, titled 'M365 Copilot', provides technical information about the 'scrollbar-gutter: stable' CSS property. It explains that this property reserves space for the scrollbar to prevent layout shifts. An example usage shows a CSS rule: `html { scrollbar-gutter: stable; }`. An optional variant section suggests using 'Show a demo snippet' or 'Explain usage in flex layout'. The interface also features a 'Domains' filter section with radio buttons for different domain categories and counts. Two video call windows are visible on the right side of the screen.

How scrollbar-gutter: stable works:
It reserves space for the scrollbar even when it's not visible, preventing layout shifts.

Example usage:

```
1 html {  
2   scrollbar-gutter: stable;  
3 }  
4
```

Optional variant:
You can also use:

Show a demo snippet. Explain usage in flex layout.

Message Copilot

AI-generated content may be incorrect

Domains Select domains to filter by

Count	Category
900	All
800	Overdue
1	Expiring soon
50	Pending
50	Complete
900	All domains
300	Domain name
23	Domain name
5	Domain name
300	All domains
80	Domain name
23	Domain name
5	Domain name

Wrap up: who should code?



The real question

**How can we
work on code,
together?**



Why

Less unnecessary time on artifacts



How

- Use the same tools
- Expand designers and PMs' comfort zones gradually
- Use AI as a technical coach

THEMES

Who should code?

➡ Who should talk business?

Who should design?

THEMES

Who should code?

Who

*How can we share
the same priorities?*

business?

Who should design?

But what do you want exactly?

I'm not here for that. I do design.

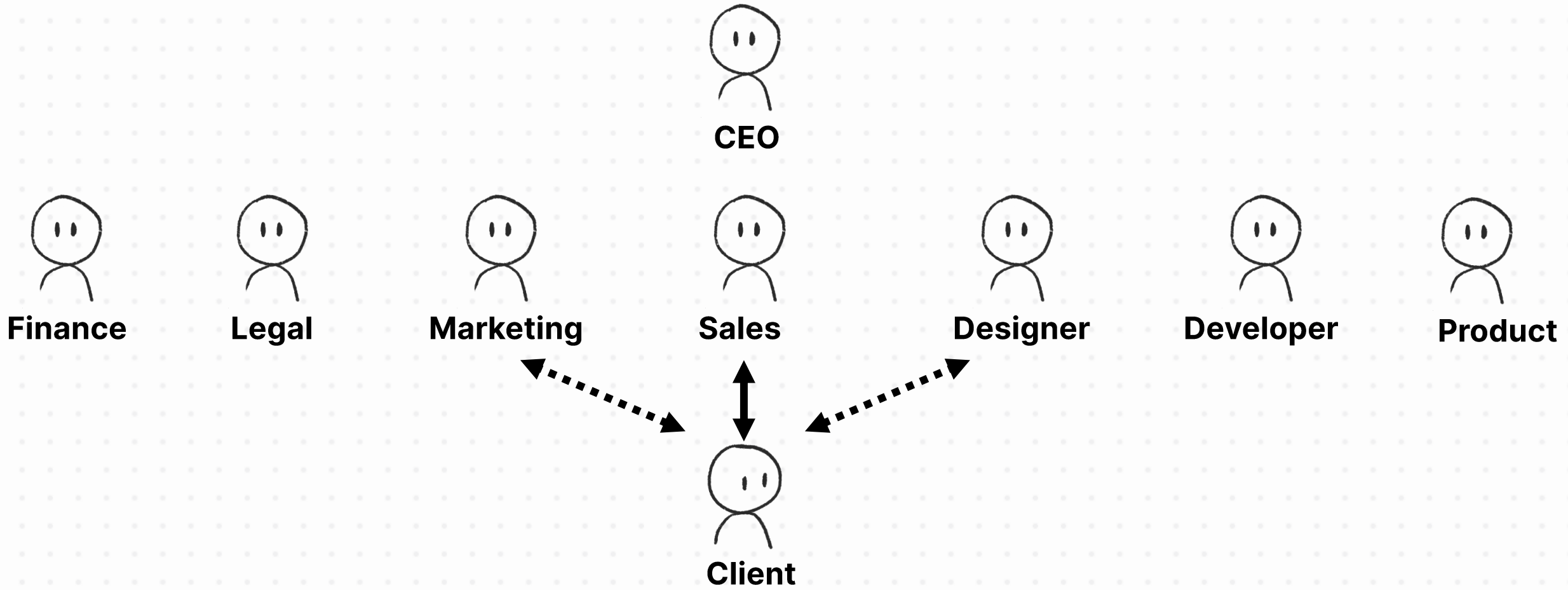
A designer is a PM who knows how to use Figma.

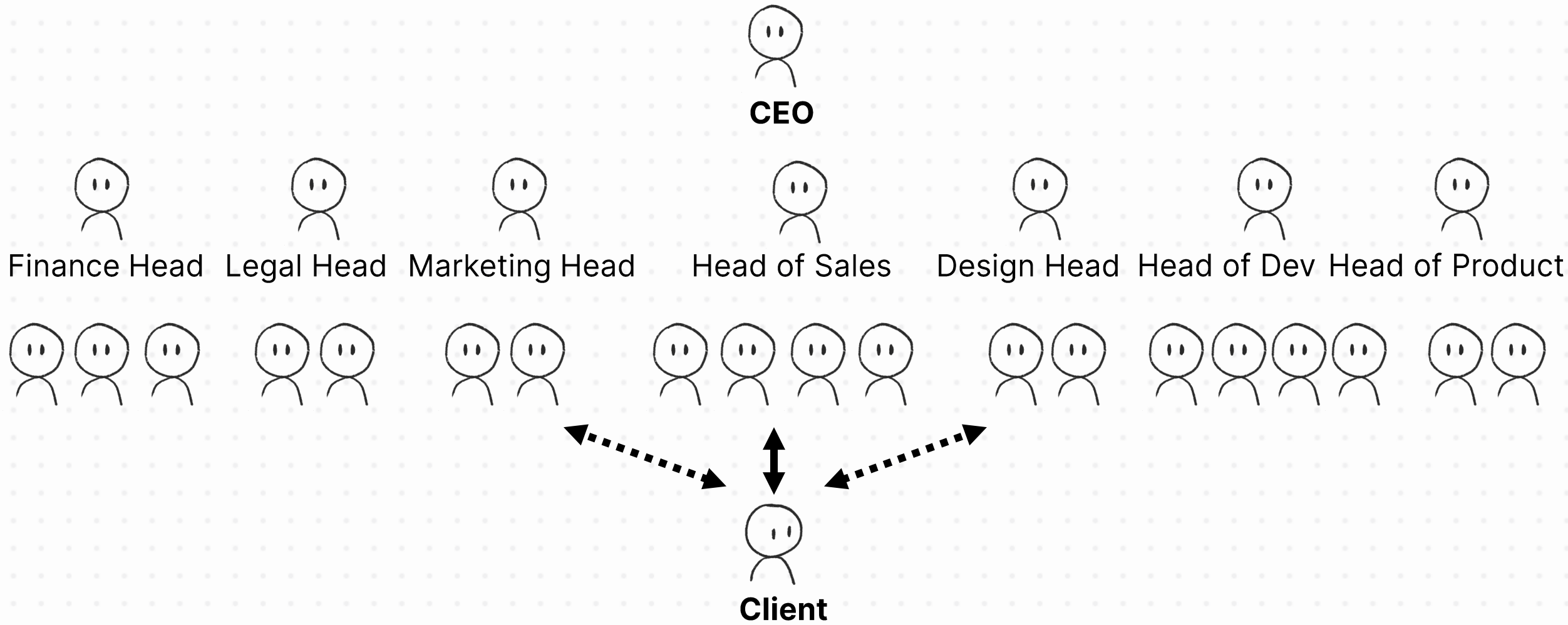


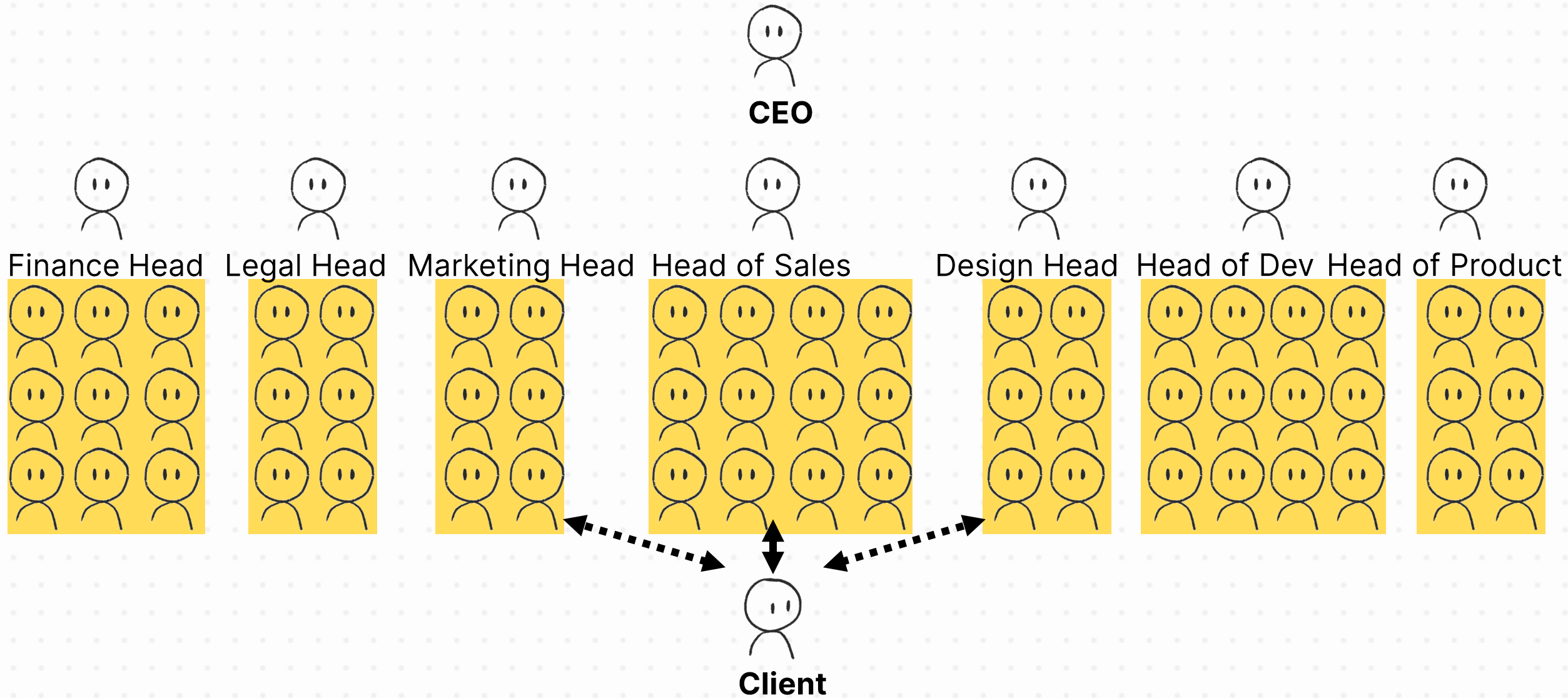
CEO of myself



Client







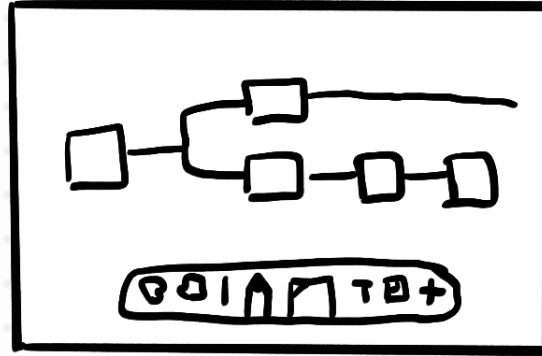
**How can we reduce our
silo **mindset**, with less
finger-pointing?**

**...and share the same
priorities.**

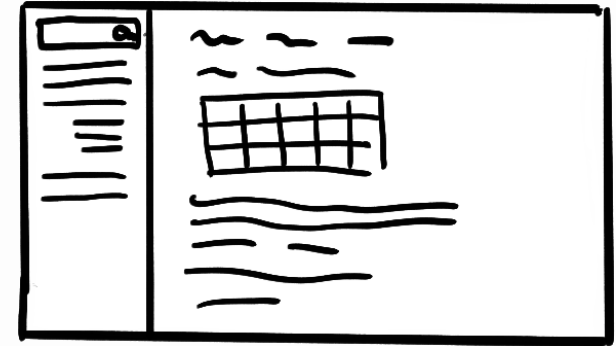
1. Align discovery docs



**PowerPoint
Word**

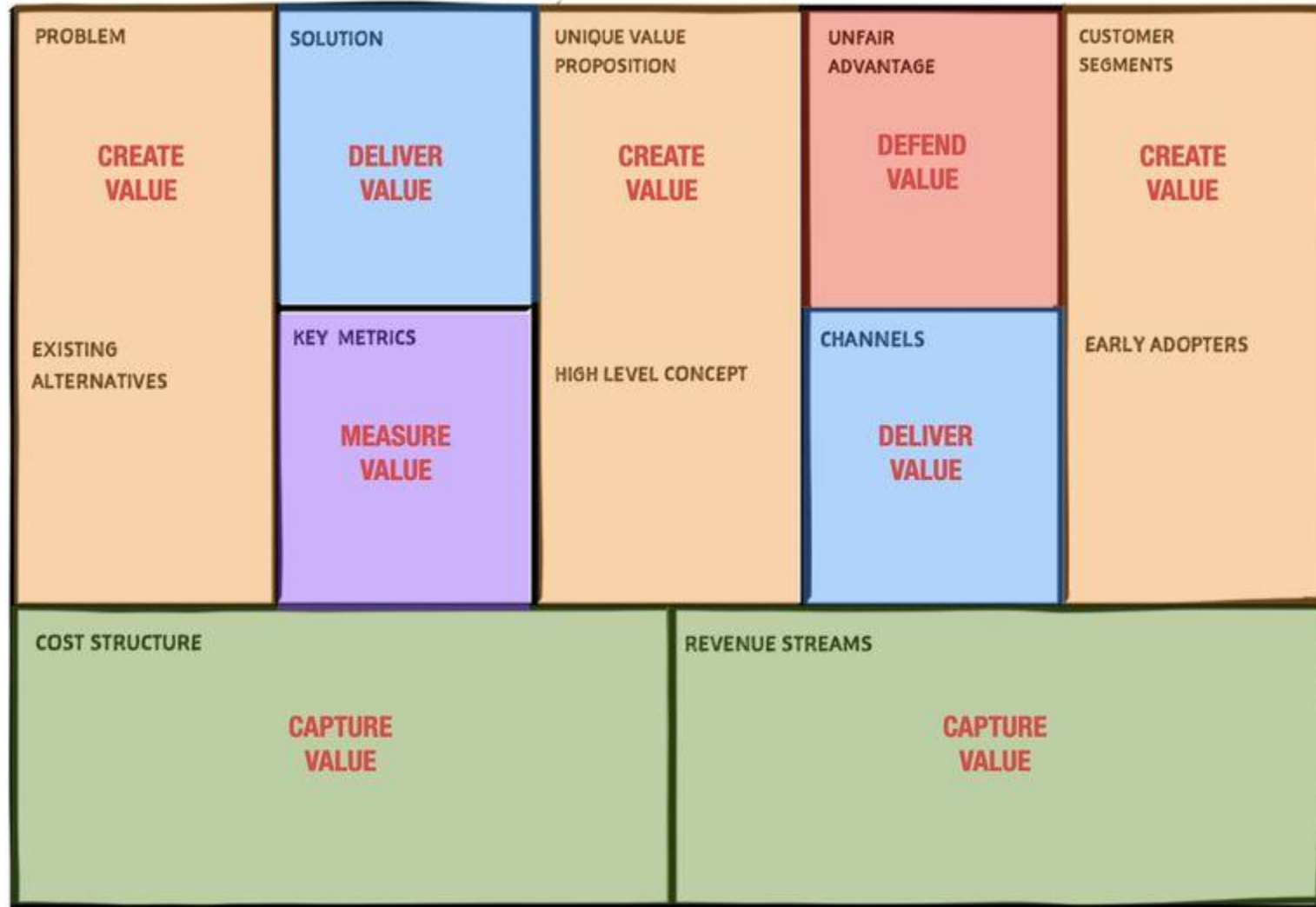


**Figma
FigJam**




Doc

1. Align discovery docs



2. Adopt the “cost of doing business” concept


BASIC **DESIGN-LED**



When
It's important

Who & How
Business, IT, UX
in workshops for
weeks/months

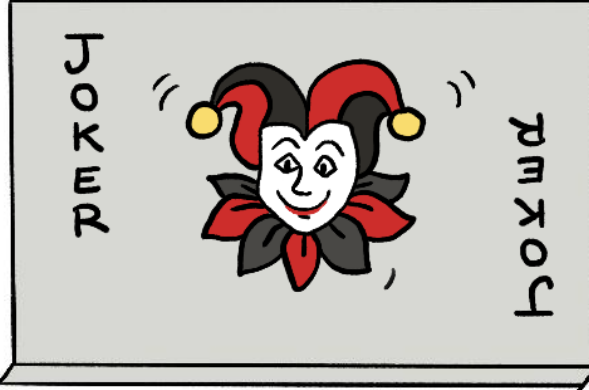
BASIC **LIGHT REVIEW**



When
It's not important

Who & How
UX designer in
one-off UI study

BASIC **HACKATHON**



When
It's a lil. important

Who & How
2 UX designers
in half day co-
design session

3. Use AI to speak business



3. Use AI to speak business

“So the PO had a new idea.

I did a low-fi.

Then I organized usability
testing sessions.

They liked it but then the
devs said it’s not possible.”

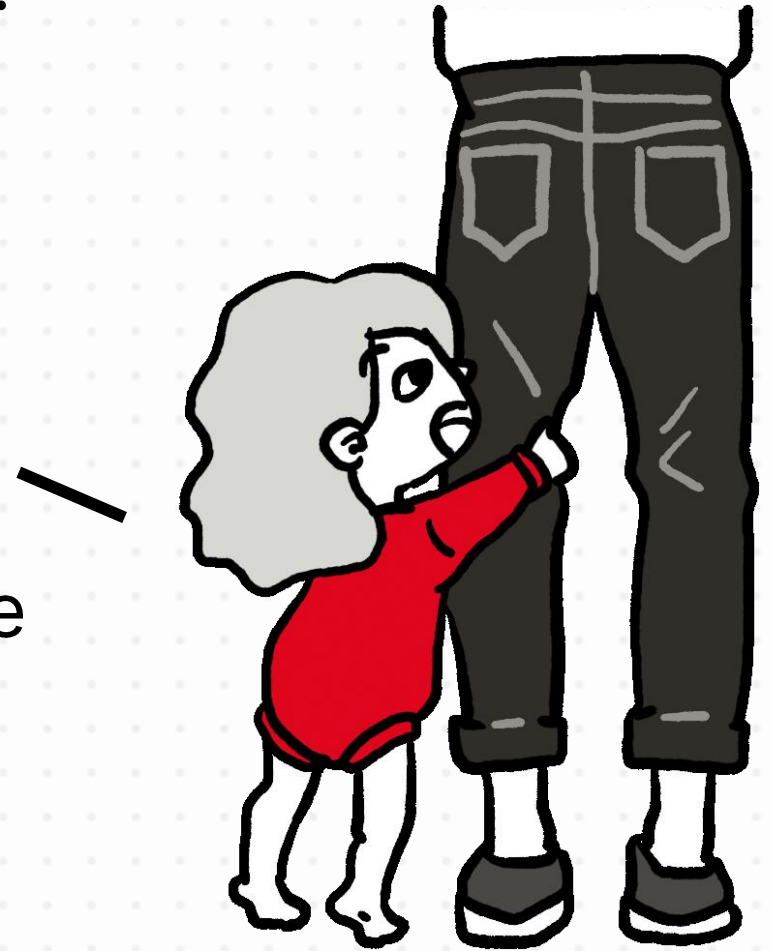
3. Use AI to speak business

“So I had a banana.

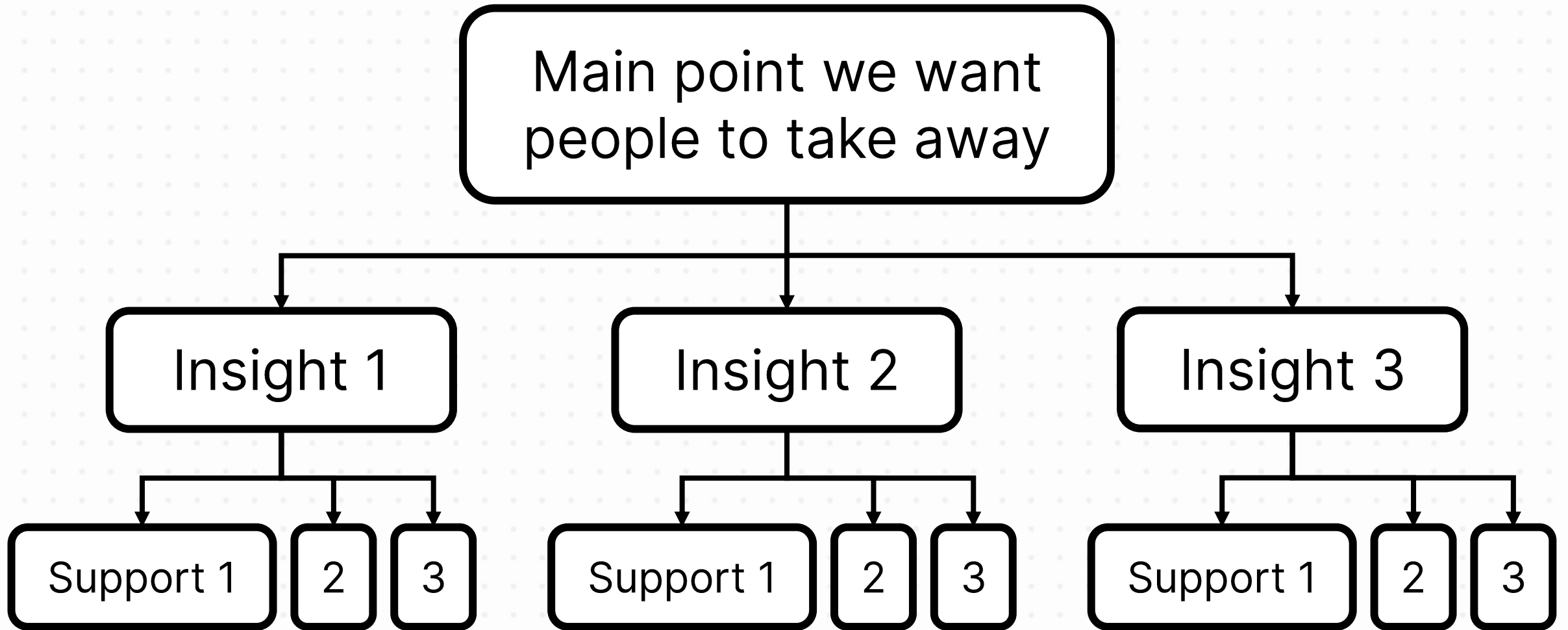
I draw.

Then I did zoom
zoom zoom.

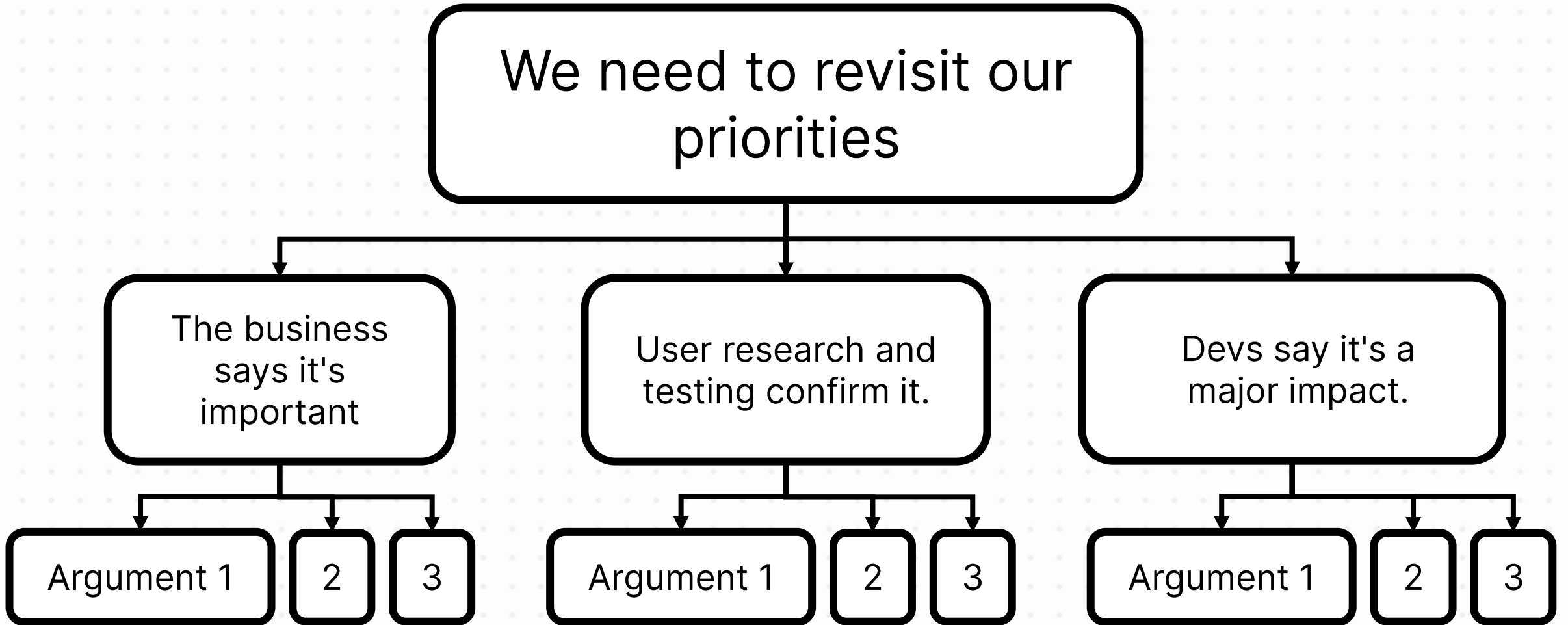
But I banana eat the
dinosaur.”



3. Use AI to speak business



3. Use AI to speak business



Wrap up: who should talk business?



The real question

**How can we
share the same
business
priorities?**



Why

Less silo mindset, less finger-pointing



How

- Align discovery docs
- Adopt the “cost of doing business” concept
- Use AI to speak business

THEMES

Who should code?

Who should talk business?

Who should design?

THEMES

Who should code?

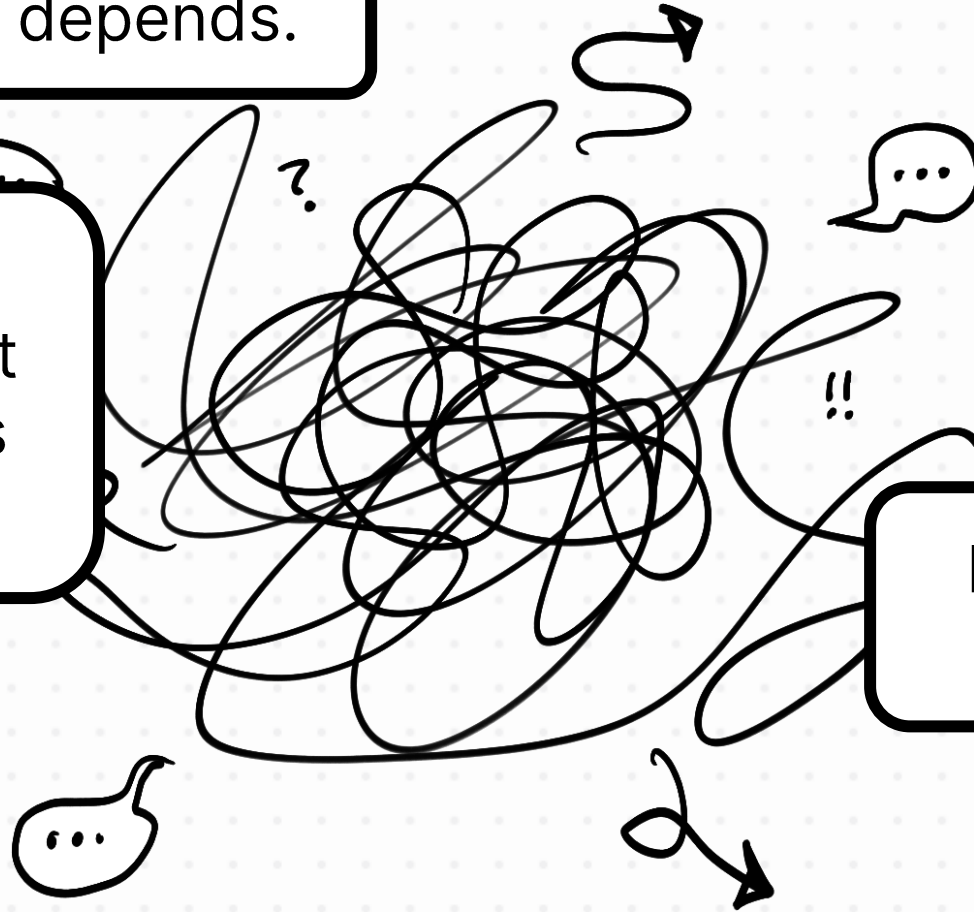
Who should talk business?

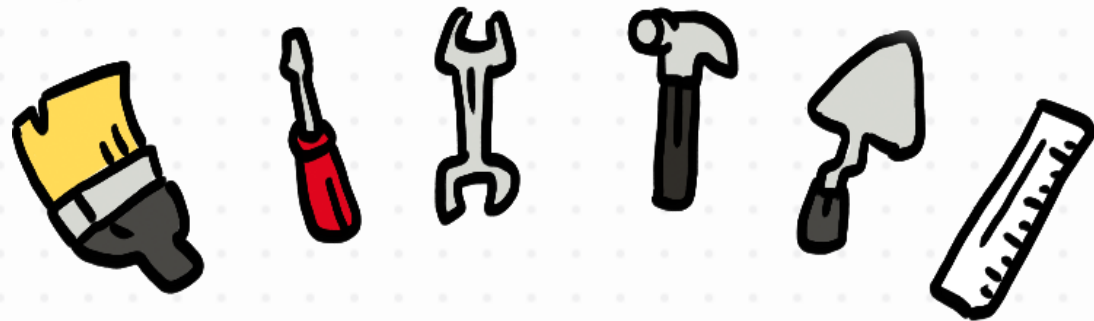
How do we improve the customer experience?

It depends.

You're a bottleneck. Just give me access to Figma.

It's just a tiny tweak...






How might we **rethink**
designers' contribution?

...and improve the
customer experience.

1. Set clear rules of engagement

- Lean canvas**
- Data wishlist**
- API list**

2. Think outside of design tools

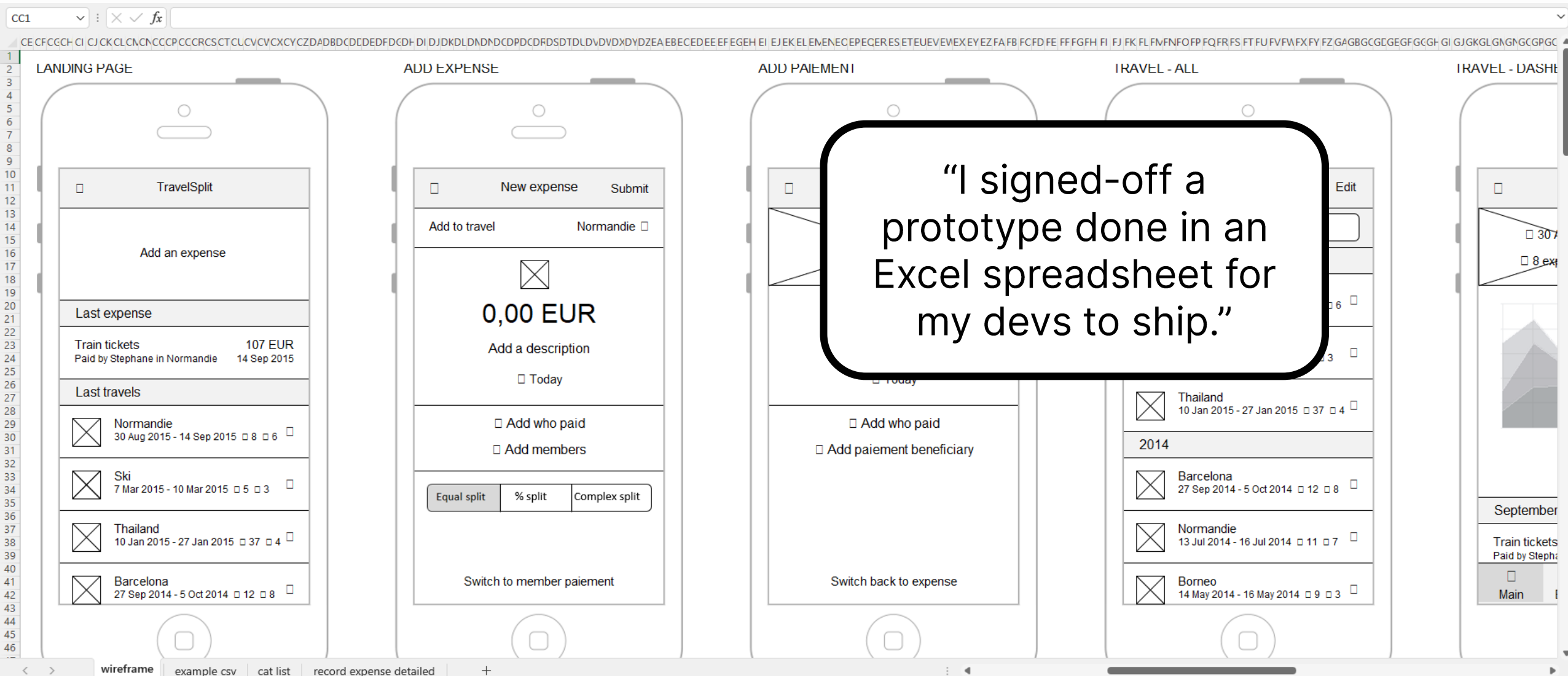


	A	B	C
1	Label	Input type	Realistic value
2	Product	List	Option
3	CCY	Combobox	EUR/USD
4	Spot	Read only text	1.08765 / 1.08775
5	Leg type	List	Vanilla
6	Way	Toggle	Buy
7	Option	List	Call EUR / Put USD
8	Expiry	Date picker	12-May-2020
9	Strike	Numerical input	1.15
10	Notional	Numerical input	100,000
11	Delivery	Date picker	14-May-2020
12	Premium	Numerical input	18.00 / 61.50
13	Volatility	Numerical input	4.940 / 6.030
14	ATM Vol	Read only text	4.450
15	Forward	Read only text	1.093200 / 1.094100
16	Swap pts	Read only text	55.48 / 63.48
17	EUR zc	Read only text	0.0181
18	USD zc	Read only text	0.995

Modelling data in a spreadsheet:

- ✓ Handle large quantity of data
- ✓ Identify domain jargon ahead of design workshops
- ✓ Align project members
- ✓ Sign-off data

2. Think outside of design tools



3. Use design as urban planning



Platform
guidelines

Overall
consistency

Real MVP?

Tradeoffs between
products

Pattern
definition and
doc. for all

3. Use design as urban planning

ITEMS TO DESIGN		PATTERNS RE-USED	
Description	Workload est.	Service	Pattern
Cash flow blotter	10%	Service A	Home page blotter
Create operation	25%	Service B	Create authorization
Operation page	10%	Service C	Client page
Operation blotter	5%	Service D	Quotes blotter
Operation timeline	5%	Service E	Workflow timeline
Landing page widgets	5%	Service F	Dashboard widgets
Notification center	5%	Service G	Notification widgets
Validation workflow	10%	Service H	4 eyes check
Multi-fund operation	5%	Service D	Input trades quantities
Total workload estimation	80%		

80% of the design workload is saved / reinvested thanks to patterns reused from other products:

- ✓ Initial research
- ✓ Prototyping
- ✓ Specs
- ✓ User testing

Final wrap up! Dev x Design x PM: A Trio in Transition



Final wrap up! Dev x Design x PM: A Trio in Transition

Code

How can we work on code, together?

- Use the same tools (where possible)
- Expand comfort zones gradually
- Use AI as a technical coach

Business

How can we share the same biz. priorities?

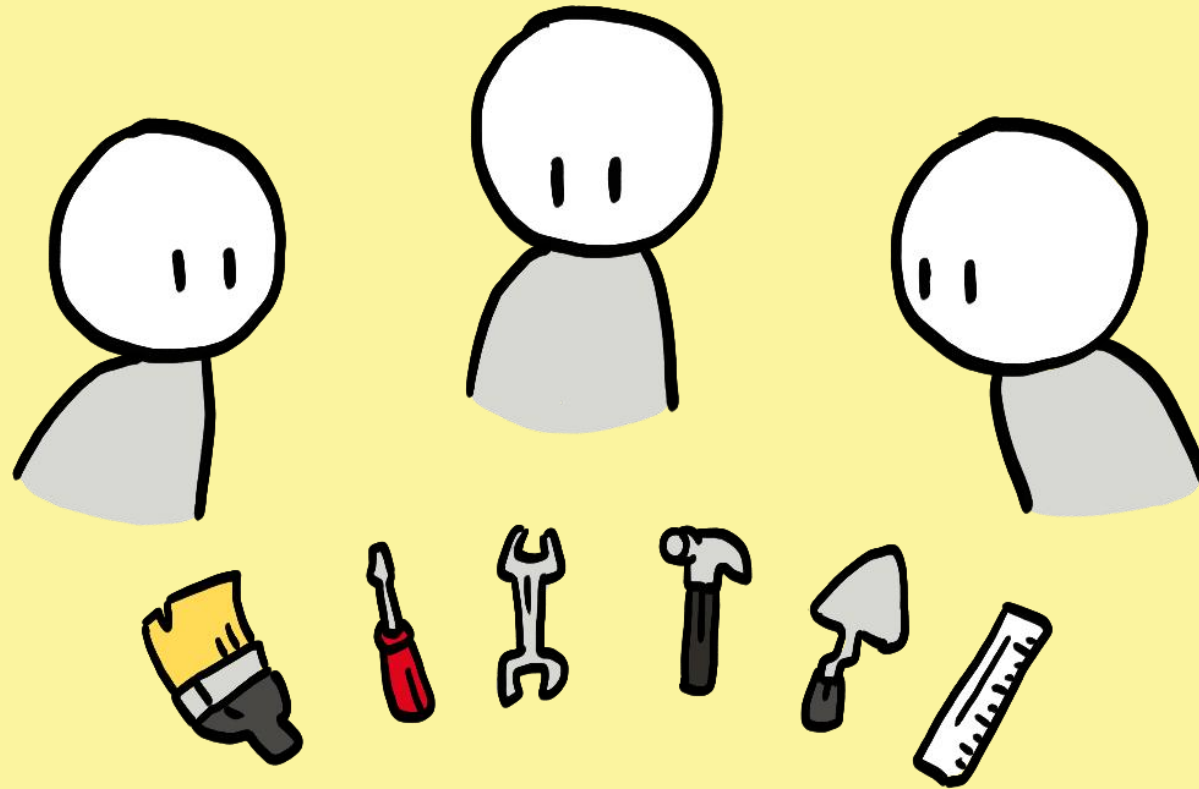
- Align discovery docs
- Think “cost of doing business”
- Use AI to speak business

Design

How can we rethink design’s contribution?

- Set clear rules of engagement
- Think outside of design tools
- Use design as urban planning

Final wrap up! Dev x Design x PM: A Trio in Transition



Merci!

@morganepeng



@morganepeng

To learn more about design in complex environments:

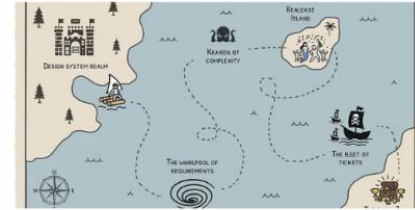
medium.com/societe-generale-design



Boring AI: how GenAI is quietly changing our everyday work

3 use cases that make mundane tasks exciting again

Morgane Peng · Oct 28 · 5 min read



The Unexpected Odyssey of Building a Money Input

What does it really take to create a design system component that...

Vincent Manzoni · Oct 8 · 5 min read



How I adapted my design approach for extremely busy people

"The meeting was too long. People got bored".

Davide Tremolada · Jul 31 · 5 min read



Thinking About Thinking: Designing AI for the Human Mind

Why your brain struggles with AI (and how to fix it)



What to do when a fake MVP is unmasked?

Tips and tricks to rescue your product

Onsi Kahla... · Mar 19, 2024 · 8 min read



Data visualisation: the value of design

Lessons learnt from designing and reviewing 700+ dashboards

Kamila Gie... · Aug 25 2023 · 7 min read